

RESPONSIVENESS OF GOVERNMENT ORGANIZATION TO CITIZENS' DEMANDS (A STUDY OF SERVICE QUALITY OF DRIVING LICENSE DEPARTMENT IN SURABAYA CITY – INDONESIA)

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INTISARI

Kendali warganegara atas aktivitas pemerintah adalah perlu di dalam budaya demokrasi. Kecenderungan tanggung-jawab dan mutu telah mempengaruhi sektor publik yang menuntut tanggung-jawab dan peningkatan kesadaran publik. Menurut pendekatan manajemen publik yang baru, menunjukkan bahwa tantangan ini harus dipahami sebagai suatu konsep yang menyeluruh dari persepsi warganegara tentang operasi sektor publik dan tingkat organisasi publik yang sadar akan kebutuhan publik.

Studi ini membuktikan suatu pengujian empiris hubungan antara permintaan warganegara dan kemampuan reaksi pejabat publik. Permintaan warganegara digambarkan sebagai persepsi warganegara atas layanan yang berkualitas yang disajikan oleh pemerintah, diterangkan dengan tiga variabel: kemampuan reaksi umum, kepuasan atas pelayanan, dan kepuasan atas operasional. Kemampuan reaksi pejabat publik dibagi dua kelompok. Pertama, kebijakan publik dan budaya organisasi menerangkan tingkatan makro yang diterangkan dengan tiga variabel: orientasi bisnis-sosial, kewiraswastaan, dan etika. Ke dua, sumber daya manusia dan mutu pegawai negeri menerangkan tingkatan yang mikro, diterangkan dengan tiga variabel: mutu kepemimpinan dan para manajer, mutu karyawan, dan tekanan. Dengan menggunakan *three multiple hierarchical regression analysis* diperoleh hasil riset yang menunjukkan bahwa kebijakan publik dan budaya organisasi mendominasi hubungan tersebut yang dirasakan oleh warganegara

Key words: *kemampuan reaksi umum, kepuasan atas pelayanan, kepuasan atas operasional, orientasi bisnis-sosial, kewiraswastaan, dan etika, mutu kepemimpinan dan para manajer, mutu karyawan, dan tekanan*

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INTRODUCTION

Faced by globalization and dissatisfaction of Indonesian citizen, the Indonesian government has embarked on a major reform centered on new public management and good government governance ideas. The reform has aimed at improving public sector performance and achieved greater economy, efficiency, and effectiveness.

Citizens' control over government activities is necessity in a democracy. By choosing their representative in government

organizations, citizens give their mandatory to their representative officials to fulfil and serve their needs. It cannot be attained when there is insufficient knowledge on the fit between what citizens' needs and what governments' offer.

For a long time, the delivery of services by the government has been static with nobody ever let alone attempted to figure the service delivery practices to suit with entrepreneurial approach. It is irrespective with the amount of changes that occur in the

environment. The trend of accountability and quality service assurance that has been relegated to the private sector has changed and affected the public sector. The public is no longer ready to withstand poor service delivery. The demanding for accountability and the increasing awareness of public makes the time for reinvention due. According to the new public management approach, addressing this essential challenge, must relay upon a comprehensive understanding of citizens' perceptions of public sector operations and the extent to which the public sector organization are aware of public needs.

Osborne and Plastrik (1997) suggested that reinvention entails banishing of bureaucratic structures and engendering entrepreneurial spirit to improve service offered. Thus, involvement of the customer (public) is important in order to induce their trust on the quality of service delivery by the government. Only once the government has successfully reinvented itself will it embrace and strike a common understanding with their customer (public) of what constitute of total quality service.

Considering the view above, the question of how governments fulfil their part and how sensitive they are to citizens' needs remains unclear. Do the governments and public officials really work hard for the public? Do they use public money for the benefit of the people? In other words, do public officials misuse the resources? What do people think of the quality of the services they receive? Do they really believe that they are being served properly? Answers for these descriptive questions may need some meaningful explanation of how people or citizens evaluate the responsiveness of the government officials.

This present study seeks to answer the questions above and to propose an empirical examination of the relationship between customer and government officials. Given the inadequate nature, state of theory, and research data in the field of reinvention of government and customer quality assurance in public sector, it is impossible to conduct direct test of the causal links of the relationship. The results therefore, represented only an initial step in analyzing the potentially relationship existing between the customer (public) and the government officials. This study attempted to conduct an evaluation based on the customers' (public) perception of service quality offered by the Driving License Department in Surabaya City.

To conduct the examination, this study using some explanation variables to represent the responsiveness of driving license official to citizens' demands and the customer satisfactions on the service delivered. For the first variable, some plausible explanations are suggested. The first explanation emphasizes on policy and cultural factors and the second emphasizes human resource considerations and the quality of public servants. The used of the two explanations will provide some insights to the question of what is important for the citizen when contacting public agencies. Is the citizens' motive to contact with the government officials driven by its policy and cultural factors or the quality and human resource which back up the policy.

THEORITICAL REVIEW

The Reinventing Government and Good Governance Concept

As observed in the works of Osborne and Gaebler (1992) and Osborne and Plastrik (1997), the concept does not imply in cutting waste or finding fraud.

It is suggested in changing process. It is about replacing the bureaucracies which involve replacement of large, centralized, command, and control with a different model such as decentralized and entrepreneurial organization driven by competition and accountable to customers. This should embrace the customer's perception on service provided by the organization.

Osborne observed that public managers are required to incorporate four perspectives during reinvention. First, is revamping relationship between organization and customer. Second, creating consequences for what people and organizations do in order to improve accountability by borrowing some practices from business world. Third, giving a lot more control to the people on frontlines who deal with customer and deliver services. And forth, craving a culture in government agency such as in driving license department that support what people needs.

Mintzberg (1996) suggested that for government to become more like business, there was need to manage government properly by learning of how to govern management, in other words of implementing the good governance practices. From the financial aspect, governance means that government was effectively manage to achieve the stated objectives. World bank defines it as "the way state power is used in managing economic and social resources for development of the society". Likewise, the United Nation Development Program (UNDP) defines good governance as "the exercise of political, economic, and administrative authority to manage a nation affairs at all levels."

From the definitions, governance have three aspect economic, politics and administrative. Economic governance has implications in equity, poverty, and quality of life. Political governance is a

process in making decisions to formulate a policy. Administrative governance is an implementation of the policy. Therefore, the government institutions are formed by three domains, that is state, private sector and society. Each domain is interacted with each other and performed their function. Further more, UNDP (LAN and BPKP, 2000) stated that the characteristics of good governance are participant, rule of law, transparency, **responsiveness**, consensus orientation, equity, effectiveness and efficiency, accountability, and strategic vision.

Responsiveness to Citizens' Demands

According to Rourke (1992) in Vigoda (2000), responsiveness damages professionalism since it forced public servants to satisfy the public-will even when such actions contradict the collective public interest. To satisfy the public, short-term considerations and popular decisions are overemphasized, while long term issues receive little or no attention at all. Other studies suggest that the democracy would seem to require public servants or politicians who are responsive to the popular wills through the legislatures. With the development of decentralization services, it is clearly understand that opinion of service receivers need to be taken seriously by policy makers.

On the other hand, Thomas and Palfrey (1996) argue that citizens should be involved in every process of performance evaluation, since they are the clients and beneficiaries of public sector operation. They also mentioned that responsiveness of the public sector to citizens' demands is an important part of performance control. It help control in the mean of the speed and accuracy with which the service provider replies to the request for action or for information. Speed refers to the waiting time from the

request to the reply by the agency. Accuracy means the extent to which the response is appropriate to the needs of the user.

On the contrary with private sector, speed is relatively simple to measure, while accuracy of the public service has to take in considerations the social welfare, equity, equal opportunities, and fair distribution of "public goods" to all citizens. Various efforts were done in attempt to determine the success of public organization in responding to public needs. The result is the introduction of new public management (NPM) approach as performance indicator (Smith, 1993). Smith compares the process of public accountability with the financial statement in private sector. Smith suggests that increasing external-related outcomes will enhance both managerial and efficiency in public sector. It will also have a profound impact on internal control mechanism. Manager and public servant become more sensitive to their duties and highly committed to serve the people.

In the theory of management, internally, the process of controlling and monitoring use a variety of formal control system (i.e. general and internal auditing, accounting, and special departments which deal with customers' complaints). Externally, to test public performance has to know how citizens' opinion of actual public operations and services. A well-accepted method is to use satisfaction measures indicating the outcome and the acceptance of public organizations actions. Oliver (1997) defines satisfaction as individual feels after comparing the result with their expectations. In this study, citizens' satisfaction is measured by three factors, general responsiveness, satisfaction with services, and satisfaction with operations.

Public Policy and Organizations' Culture

The greatest challenge in welfare state ideology is how to provide services to satisfy the citizens. Welfare state can be achieved by means of efficient and effective management in economy and business. Scientist and researchers suggested the adoption of management by objective (MBO), total quality management (TQM) and international organizations for standardization (ISO) in public sector. Reinventing government, the use of zero-based budgeting, human resource and system re-engineering are most suggested (Osborne and Gaebler, 1992). A responsive, effective, and efficient public policy has to adopt balance strategy between economic, social, and human considerations factors.

Other influential factors in public policy are administrative culture, ethics, and entrepreneurship behavior of public servant. Issues about fairness and administrative ethics are developed significantly. Assumption in government ethics stated that through a good self ethical, a public servant can create and develop him/herself become good and have high moral in government organization (Rasyid, 2002). In the higher level of the organization, ethics will help and guide the decision maker to make decisions.

Entrepreneurship in organization will enhance citizens' satisfaction and reducing bureaucracy (Moon, 1999). Entrepreneurship in public sector and government organization will describe an efficient government organization. Gore (1993) in Anita (2002) stated that four principles in government organization are reducing bureaucracy, increasing citizens' satisfaction, public servant employment, and increasing cost efficiency.

Human Resource and the Quality of Public Servants

The policy and cultural organizations reflect the macro level construct, the behavior of public servant describe the micro level construct in organization and human resource theory. One of the objectives of this study is to distinguish between macro and micro level construct that may influence citizens' perception on service delivery by the government.

The quality of leadership and management significantly affect the success or failure of every organization (Vigoda, 2000). Modern organization put a great deal of efforts into improving managers' skills and developing business as well as human vocations among internal leadership. In Indonesia, leadership in public sectors and many efforts to adopt private organization principles to public organization become more important since 1997, especially in the reformation era and followed by the autonomy policy implemented in 2000.

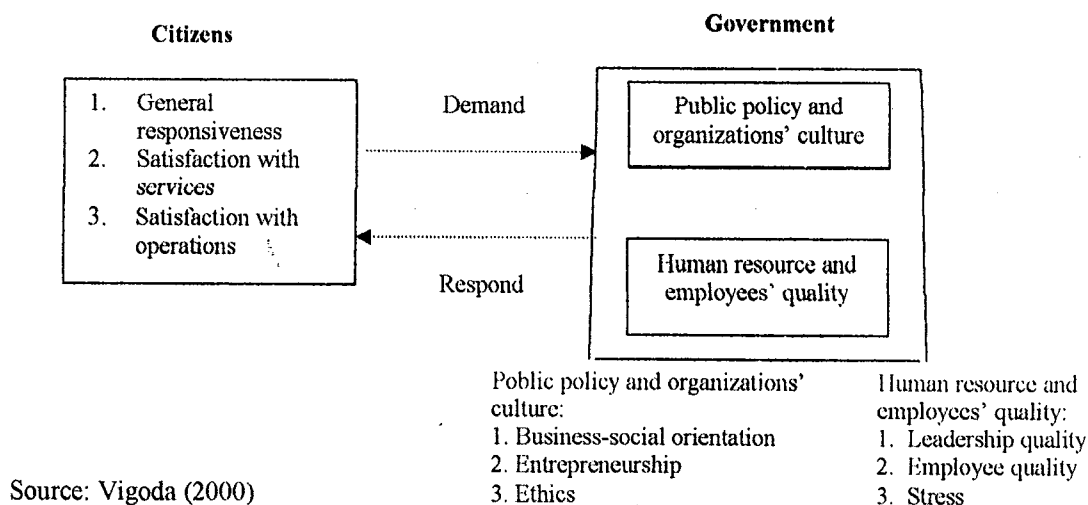
Despite the fact that citizens do not have enough knowledge about the abilities and professionalism of public sector manager, they still an independent side as being objective and honest evaluators of services they are entitled to receive. Some criticisms are not directed to the personnel, but to the whole

government system and leadership. This will help create better accountability and awareness to public society. While managers have a most influential effect on the operations of public organization, the front line employees whom directly confront the public, must demonstrate service orientation, professionalism, knowledge, patience, and understanding of citizens' needs (Vigoda, 2000).

The other point of view is citizens' reaction when contacting with public servant. In psychology theory, the stresses faced by the organizations' employees are noted. On the contrary, there is no evidence or study of citizens' stress in contacting with organizations' employee. When the public servants are skilled and professional, citizens are expected to feel more comfortable and less stress when contacting with public servants. Conversely, a non qualified, passionless, and apathetic public servant may create dissatisfaction reactions, helplessness, or even anger. Therefore, understanding of citizen's stress when contacting public servant is expected to contribute a better understanding toward human side of the organization.

A model of responsiveness of public servant officials to citizens' demand is described below:

Figure 1: Responsiveness of public officials to citizens' demands model



This research focuses on three aspects of human resource and quality of public servant: quality of leadership and management as perceived by the citizens, quality of employee who directly contact with the citizens, and citizens' stress when contacting with public servant.

From the theory above, the hypotheses of this research are:

- H1: Public policy and organizations' culture together with human resource and quality of public servants are influenced to the responsiveness of the driving license officials to citizens' demands as measured by general responsiveness.
- H2: Public policy and organizations' culture together with human resource and quality of public servants are influenced to the responsiveness of the driving license officials to citizens' demands as measured by satisfaction of service.
- H3: Public policy and organizations' culture together with human resource and quality of public servants are influenced to the responsiveness of the driving license officials to citizens' demands as measured by satisfaction of operation.
- H4: Human resource and quality of public servants are more influential than public policy and organizations' culture to the responsiveness of the driving license officials to citizens' demands.

RESEARCH METHOD

Population, Sample, and Procedures

Population of this study is society or citizens who lived in Surabaya and got their driving license from driving license department in Surabaya. The samples

comprised of drivers and motorist as the external customer of the driving license issuance service departments in Surabaya. The sample excluded those immigrants from outside Surabaya. Samples are chosen using convenient and purposive random sampling. For the purpose of convenience, the sample respondents constituted of those universities' students where the researcher teach and colleagues around researcher workplace and neighbors.

Participations in the research are voluntary and participant was assured of full confidentiality of his or her answers. About three hundred questionnaires are distributed. About 75% or 233 questionnaires are complete and are used in this research. The respondent were asked whether he or she has the driving license by following the legal procedures (undertake theory and practical test) and those who did not follow the legal procedures and pay for the service. These factors are employed as a variable control (dummy variables) in this research. About 36% followed the legal procedures and 64% did not; 17% are graduate degree and the remains are still studying in universities; 43% are males and 57% are females.

Research Variables and Measures

Dependent variable in this research is Responsiveness of public officials to citizens' demand as perceived by citizens or citizens' satisfaction.

Responsiveness of public officials to citizens' demands was tested by three variables: general responsiveness, satisfaction with services, and satisfaction with operations.

a. General responsiveness

This variable based on theoretical conception by Thomas and Palfrey (1996), which consist of three questionnaires and measured by semantic deferential. Respondents

are asked to answer the question in the scale of 1 (for strongly disagree) to 10 (strongly agree).

b. Satisfaction with services

This variable refers to citizens' satisfaction over services provided at driving license department, which consist of six questionnaires and measured by semantic deferential. Respondents are asked to answer the question in the scale of 1 (for not at all satisfied) to 10 (for very satisfied)

c. Satisfaction with operations

This variable refers to citizens' satisfaction over driving license department operations, which consist of ten questionnaires and measured by semantic deferential. Respondents are asked to answer the question in the scale of 1 (for not at all satisfied) to 10 (for very satisfied)

Independent variables are public policy and organizations' culture, human resource and quality of public servant at driving license department in Surabaya, and dummy variable of how respondents get their driving license as control variable.

1. Public policy and organizations' culture were tested by three variables: Social business orientations, ethics, and entrepreneurship.

a. Social-business orientations

This variable refers the perception to the extent to which driving license policy are balanced between business and social orientation, which consist of four questionnaires and measured by semantic deferential. Respondents are asked to answer the question in the scale of 1 (for strongly disagree) to 10 (strongly agree).

b. Ethics

This variable refers the citizens' perception over morality and fairness of driving license officials' service, which consist of three questionnaires and measured by semantic deferential. Respondents are asked to answer the question in the scale of 1 (for strongly disagree) to 10 (strongly agree).

c. Entrepreneurship

This variable refers the perception to the extent to which driving license officials are flexible, initiatives, and willing to accept new ideas, which consist of five questionnaires and measured by semantic deferential. Respondents are asked to answer the question in the scale of 1 (for strongly disagree) to 10 (strongly agree).

2. Human resource and quality of public servant at driving license department were tested by three variables: Leadership and management quality, employee quality, and stress.

a. Quality of leadership

This variable refers to citizens' perception to the quality of leadership and management of driving license department, which consist of three questionnaires and measured by semantic deferential. Respondents are asked to answer the question in the scale of 1 (for strongly disagree) to 10 (strongly agree).

b. Quality of employee

This variable refers the citizens' perception to the quality of driving license officials of driving license department, which consist of three

questionnaires and measured by semantic deferential. Respondents are asked to answer the question in the scale of 1 (for strongly disagree) to 10 (strongly agree).

c. Stress

This variable refers the citizens' convenience in dealing with driving license officials, which consist of three questionnaires and measured by semantic deferential. Respondents are asked to answer the question in the scale of 1 (for strongly disagree) to 10 (strongly agree).

3. Control variable.

This variable indicated 1 for respondent who undertake legal procedures and 0 for those who do not follow legal procedures.

Data Analysis

This study uses a multiple hierarchical regression method to examine the relationship between independent variables and dependent variables. Three

steps of regression models were tested to examine general responsiveness, satisfaction with services, and satisfaction with operations. Every step added one group of variables into the equation. In the first step only variable of public policy were entered into the equation. In the second step human resource and quality of public servant were entered. And finally, in the third step the control variable was added.

RESEARCH RESULT

Reliability and Validity Test

Factor analysis was used to test the validity of the instrument. The instruments are valid if the Kaiser's MSA value are greater than 0.5 and another indication is the Eigen value are more than one (Breinstein, 1994). Cronbach alpha was used to test the reliability of the instruments. The instruments are reliable when the Cronbach alpha are greater than 0.5 (Nunnally 1967; Hair et al, 1998). Results of reliability and validity test are presented in Table 1.

Table 1: Reliability and Validity Test Results

Variable	Cronbach Alpha	Kaiser's MSA	Eigen Value
General responsiveness	0.8591	0.734	2.360
Satisfaction with service	0.8861	0.831	3.850
Satisfaction with operation	0.9219	0.880	5.914
Business-social orientation	0.6636	0.700	2.103
Entrepreneurship	0.7686	0.634	2.061
Ethics	0.8869	0.871	3.500
Quality of leadership	0.8329	0.652	2.258
Quality of employee	0.8358	0.698	2.266
Stress	0.8394	0.692	2.282

Hypotheses Testing

Results of three multiple hierarchical regressions are presented in table 2. The first regression examined changes in the general responsiveness of public officials as perceived by citizen. The results proved the first hypotheses

($F=11.46$, $p<0.05$) that policy and culture together with human resource and quality of public servant related to general responsiveness. After step 1, partially, business-social orientation and ethics are significantly related to general responsiveness. General responsiveness

was positively related to ethics ($\beta=0.39$, $p<0.05$) and negatively related to business-social orientation ($\beta=-0.23$, $p<0.05$). Step 2 showed a negative relationship between quality of leadership and managers and responsiveness ($\beta=-0.27$, $p<0.05$). There are inconsistent changes of these values after step 3. These findings partially support the relationship between the business-social orientation, ethics, quality of leadership, and general responsiveness. Explained variance after step 1 was 24.9%. Step 2 contributed 2.3% and after step 3 there is no additional value. These findings show that prediction of general responsiveness by suggested set of variables are weak, 72.8% are explained by other variables that are not in this research. It is also implies that variable from the first group (Policy and culture) were dominant and contributed a higher proportion of variance compared with the other variables. This finding emphasizes the importance of variables in explaining general responsiveness.

The second regression examined predictors of citizens' satisfaction of service. The results proved the second hypotheses ($F=22.21$, $p<0.05$) that policy and culture together with human resource and quality of public servant related to satisfaction with service. After step 1, partially, business-social orientation and ethics are significantly related to satisfaction with service. Satisfaction with service was positively related to ethics ($\beta=0.49$, $p<0$) and negatively related to business-social orientation ($\beta=-0.14$, $p<0.05$). Step 2 showed a positive relationship between quality of employee and satisfaction with service. After step 3, business-social orientation and ethics became insignificant ($\beta=-0.09$, $p>0.05$ and $\beta=0.19$, $p>0.05$, respectively) and entrepreneurship became positively

related to satisfaction with service ($\beta=0.49$, $p<0.05$). These findings partially support the relationship between business-social orientation, entrepreneurship, ethics, quality of employee, and satisfaction with service. While these relationships of business-orientation, ethics and satisfaction with service were quite strong after step 1, they were also inconsistent and became insignificant in the next step. However the relationship between quality of employee and satisfaction with service are consistent in step 2 and step 3. Explained variance after step 1 was 30.9%. Step 2 contributed 10.2% and after step 3 added by 0.7%. These findings show that policy and culture significantly contribute to the explanation of satisfaction with service as believed by citizens.

The third regression examined satisfaction with operation of public officials. The results proved the third hypotheses ($F=25.05$, $p<0.05$) that policy and culture together with human resource and quality of public servant related to satisfaction with operation. After step 1, partially, business-social orientation and ethics are significantly related to satisfaction with operation. Satisfaction with operation was positively related to ethics ($\beta=0.51$, $p<0.05$) and negatively related to business-social orientation ($\beta=-0.12$, $p<0.05$). After step 2, business-social orientation and ethics became insignificant ($\beta=-0.08$, $p>0.05$ and $\beta=0.21$, $p>0.05$, respectively) and showed a positive relationship between entrepreneurship and satisfaction with operation ($\beta=0.05$, $p<0.05$) and negative relationship between quality of employee and satisfaction with operation ($\beta=0.41$, $p<0$).

Table 2. Results of multiple hierarchical regression analysis – standardized coefficients (t test in parentheses)

Variables	General responsiveness			Satisfaction with service			Satisfaction with operation		
	Step 1	Step 2	Step 3	Step 1	Step 2	Step 3	Step 1	Step 2	Step 3
<i>Policy and culture</i>									
1. Business-social orientation	-0.23(-3.98)*	-0.03(-3.80)*	-0.23(-3.79)*	-0.14(-2.46)*	-0.09(-1.72)	-0.09(-1.73)	-0.12(-2.13)*	-0.08(-1.54)	-0.81(-1.55)
2. Entrepreneurship	0.08(1.06)	0.11(1.45)	0.11(1.44)	0.76(1.08)	0.01(0.15)	0.00(0.04)*	0.12(1.75)	0.05(0.70)*	0.05(0.80)*
3. Ethics	0.39(5.25)*	0.50(4.76)*	0.50(4.74)*	0.49(6.89)*	0.17(1.83)	0.19(1.99)	0.51(7.47)*	0.21(2.31)	0.20(2.18)
<i>Human resource and quality of public servant</i>									
1. Quality of leadership		-0.27(-2.54)*	-0.27(-2.53)*		0.01(0.10)	0.00(0.08)		0.05(0.57)	0.05(0.59)
2. Quality of employee		0.10(1.06)	0.10(1.05)		4.47(5.61)*	0.49(5.80)*		0.41(4.99)*	0.40(4.82)*
3. Stress		-0.05(-0.87)	-0.05(-0.86)		-0.03(-0.60)	-0.02(-0.34)		0.01(0.16)	-0.00(-0.07)
<i>Control Variables</i>			-0.00(-0.04)			-0.10(-1.83)			0.08(1.59)
R ²	0.249	0.272	0.272	0.309	0.411	0.420	0.360	0.443	0.449
Adjusted R ²	0.238	0.251	0.248	0.299	0.394	0.401	0.351	0.427	0.431
Δ R ²	-	0.023	-	-	0.102	0.007	-	0.083	-0.012
F	24.162	13.429	11.457	32.569	25.078	22.206	41.105	28.598	25.045
Sig.	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000

but only they do not have time to do the legal procedures.

To explained the importance of quality of leadership and managers, as explained in Vigoda (2000), in public organizations it is argued that public leadership shows less sensitive to customer'/citizen' demand simply because the latter do not have the option to exit. The findings of this study provide some support for the notion that quality of leadership and managers in public organizations is more related general responsiveness than to citizens' satisfaction with service and operation. While quality of employee is related to satisfaction with service and operation. Thus, the findings emphasized the need for better recruiting and training system.

Limitation and Recommendation

Some limitations of this study should be noted. First, sampling method of this study uses convenient and purposive random sampling. It is difficult to make generalization result of this study to all service provided by the public or government organization. Therefore, future research should employ another sampling method in order to make generalization of research result, as random sampling.

Second, this study replicated Vigoda's research, while Vigoda examined all the service provided by the government, this research only test one part of the service delivered by the government. Therefore, future research may test all possible service provided by the government organization, like citizens' card identification, tax affairs, wedding license, and so on.

Third, this study examined citizens' perceptions at one point of time and should be engaged to explore and reveal trends and development in public opinion of government officials. This recommended also for theoretical and practical purposes.

Fourth, the division of two different groups of variables for responsiveness (public policy and organizations culture and human resource and quality of public servant) may be misguided. Other alternatives can be explored and provided as to other classifications of determinants of responsiveness.

These findings partially support the relationship between business-social orientation, entrepreneurship, ethics, quality of employee, and satisfaction with operation. While the relationships between business-social orientation, ethics, and satisfaction with operation were quite strong after step 1, they were also inconsistent and became insignificant in the following step. However the relationship between entrepreneurship, quality of employee and satisfaction with service are consistent in step 2 and step 3. Explained variance after step 1 was 36%. Step 2 contributed 8.3% and after step 3 reduced by 1.2%. These findings show that policy and culture significantly contribute to the explanation of satisfaction with operation as believed by citizens.

In all three regression models above, it is showed that political and organizations' culture were more important than human resource and quality of public servant. These findings do not support the fourth hypotheses. However, all of the regression models show that the importance of public policy and organizations' culture also dropped after human resource factors and quality of public servant were involved.

Discussion

The objective of this research is seeking answer for the question of do the public servant officials, especially at driving license department, has given their effort to serve the public? Moreover, are public or citizens feel satisfy with service provided? The findings generally support a basic assertion that different variables are involved in the process.

The findings of this study implies that business-social orientation consistently have some negative effect on citizens' perception of responsiveness of government employee to their

demands in step 1. It can be explained that high business orientation may lead towards a decrease in responsiveness capabilities in terms of speed and accuracy. This finding supports Vigoda's (2000). When economic considerations were dominant the quality of service may damage. On the other hand, considering with a more realistic view, there is may not necessarily conflicts between business orientation and citizens' demands. They may conform to citizens' requirement for efficient and effective services.

The finding of this study also shows that ethics consistently has positive effect on citizens' perception of responsiveness of government employee to their demands in step 1. Citizens believe that public policy is implemented according to clear ethical standards. They also perceived that public employee in driving license department are more responsive and sensitive to their demands. However, after taking human resource and quality of public servant in consideration, ethics become insignificant with the satisfaction with service and operation. This finding also supports Vigoda's (2000). The implication may be that they are not stable and influenced by other factors in the environment.

Among the human resource factors, it was found that quality of leadership and managers related with general responsiveness, while quality of employee related both to satisfaction with service and operation. It is surprising that stress do not relate to all the variables of responsiveness of public officials as perceived by the citizen. This finding does not support Vigoda's (2000). It may be explained that most of the respondent about 64% did not follow the legal procedures to obtain their driving license. They may not feel stress

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